

DEPARTMENT OF TREASURY  
UNITED STATES SECRET SERVICE

# STRATEGIC PLAN FY 2000 – FY 2005



## *VISION STATEMENT*

*"Building on a tradition of excellence and meeting the challenges of the future ... the United States Secret Service protects our nation's leaders, visiting world leaders, national special security events, and the integrity of the nation's currency and financial systems."*



# U.S. Secret Service Strategic Plan

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# U.S. SECRET SERVICE STRATEGIC PLAN

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## MISSION STATEMENT

The United States Secret Service is mandated by the U.S. Congress and other executive orders to carry out two distinct and significant missions: protection and criminal investigations. The Secret Service is responsible for: the protection of the President, the Vice President, and their families, heads of state, and other designated individuals; the investigation of threats against these protectees; protection of the White House, Vice President's Residence, Foreign Missions, and other buildings within Washington, D.C.; and security design, planning, and implementation at designated National Special Security Events. The Secret Service is also responsible for the enforcement of laws relating to counterfeiting of obligations and securities of the United States, investigation of financial crimes including, but not limited to access device fraud, financial institution fraud, financial identity theft, computer fraud, and computer based attacks against aspects of our nation's financial, banking, and telecommunications infrastructure.

## DIRECTOR'S STATEMENT



As we enter the 21<sup>st</sup> century, the Secret Service faces many challenges. The U.S. Secret Service Strategic Plan provides us with a roadmap to accomplish our protective and investigative missions. This plan serves as direct communication to the American public, to Congress, and to our employees outlining our priorities for the next five years, as well as the plans to accomplish them.

The Secret Service's most valued resource is our employees. We are committed to recruiting, developing, and retaining a diverse workforce, and providing opportunities for all employees to maximize their contributions. It is critically important that we maintain the strength and integrity of our dual protective and investigative missions, by providing all employees with challenges and a broad range of work experience.

Technology and the rapid growth of the Internet have eliminated the traditional borders of financial crimes and provided previously unrecognized opportunities for those who engage in fraud, threaten our nation's financial system, or attempt to attack other aspects of our critical infrastructure. By expanding our global presence and advancing our technological capabilities, the Secret Service is committed to aggressively investigating these crimes to reduce the impact on our nation's financial system.

Advances in technology also provide new methods of communication that our adversaries can exploit in their efforts to threaten or harm the world leaders, facilities, and major events the Secret Service is mandated to safeguard. With the expansion of our protective responsibilities and providing security at events designated as National Special Security Events, our employees are challenged more than ever before. Recognizing these external influences, the Secret Service is committed to utilizing its resources to provide the most effective protection possible.

The U.S. Secret Service Strategic Plan provides framework and direction to meet the challenges of the future as a unified organization. The goals, objectives, and strategies conveyed in the Strategic Plan are built upon the foundation of our dual missions and the vital elements supporting these activities.

*Brian L. Stafford, Director*

## ENVIRONMENTAL SCAN

The world theater presents the United States Secret Service with challenges to identify and neutralize potential threats by individuals and groups in an increasingly sophisticated, mobile, and violence prone environment. Political and social changes have created regional tensions in many emerging nations, causing physical threats to political leaders to become more prevalent. Within this context, the United States is an object of ideological and fanatical hatred that is often focused towards leaders and facilities under the protection of the Secret Service. Recent terrorist bombings demonstrate the sophistication of their tactics and techniques, which have rendered many traditional security measures ineffective. In addition to conventional threats, chemical, biological and radiological weapons of mass destruction have far greater lethality and scope. These weapons are easily transportable and accessible to terrorist and criminal groups. The grave concerns these weapons generate have prompted the United States Government to respond with security measures incorporated in Presidential Decision Directives (PDDs) 39 (Combating Terrorism), 62 (Infrastructure Protection and Counter-Terrorism), 63 (Critical Infrastructure Protection), and 67 (Continuity of Operations Planning). In response to this heightened concern, the Secret Service seeks to integrate technology and highly trained personnel within its protective mission. Utilizing state-of-the-art countermeasures, the Secret Service executes security operations that deter, minimize, and decisively respond to threats.

With the signing of Presidential Decision Directive 62, the Secret Service was designated as the lead

## GOALS, OBJECTIVES, AND STRATEGIES

***PROTECTIVE STRATEGIC GOAL – PROTECT OUR NATION’S LEADERS, VISITING WORLD LEADERS, AND OTHER PROTECTEES AS WELL AS REDUCE THREATS POSED BY GLOBAL TERRORISTS AND OTHER ADVERSARIES.***

**Objective – Ensure the physical protection of protectees.**

### Means & Strategies

- Maintain a protective intelligence program as a critical component of the risk management process.
- Identify groups, individuals, and emerging technologies that may pose a threat to protectees.
- Formalize the risk management process as a decision-making tool to improve resource allocation decision-making.
- Continue to develop the National Threat Assessment Center to enhance the risk assessment process.
- Leverage U.S. intelligence assets to improve early warning of threats posed by adversaries and assessments of their capabilities.
- Deploy countermeasures that will ensure the protection of the President, Vice President, visiting foreign dignitaries, and other protectees.
- Enhance the ongoing protective review process, including continued review and evaluation of protective details and support staffing guidelines.
- Continue to assess and enhance security measures at the White House Complex, and other protected facilities.
- Effectively use locally available resources when appropriate to meet mission requirements.
- Continue to develop and implement the Emergency Preparedness Program in compliance with PDD 63 and PDD 67.



agency for designing, planning, and implementing security at any event declared by the National Security Council as a “National Special Security Event (NSSE).” Since the implementation of PDD 62, the Secret Service has successfully applied its resources and expertise to design, plan, and implement security for NSSEs.

The Secret Service established the National Threat Assessment Center (NTAC) in 1999 to conduct research and training in the field of threat assessment, specifically in the area of targeted violence. NTAC provides guidance and training to federal, state, and local law enforcement personnel relative to the various forms of targeted violence, including attacks against public officials, school shootings, stalking, and workplace violence. The benefits derived from these efforts include increased knowledge and understanding of causes and antecedent behaviors of targeted violence, as well as enhancements to Secret Service protection and protective intelligence procedures.

The world theater also presents the Secret Service with new challenges in the investigative arena. Since its inception in 1865, the Secret Service has been tasked with protecting the integrity of this nation’s currency and financial systems. Recent advances in technology have changed the nature of financial transactions from paper currency and coins to today’s use of electronic payment systems. The Secret Service’s responsibilities have increased significantly as a result of this technological evolution.

The consumer friendly technologies of electronic-commerce and on-line banking and securities trading are facilitating commerce on a global scale.

**Objective – Prevent terrorism directed towards Secret Service protectees, protected facilities, and our citizens and visitors at events of national significance.**

**Means & Strategies**

- Continue to refine the process by which we design, plan, and implement security for designated National Special Security Events.
- Work with external partners to prevent the use of terrorist weapons at Secret Service protected sites.
- Maximize interagency cooperation among federal, state, and local entities to take advantage of each agency’s specific expertise and resources.

***INVESTIGATIVE STRATEGIC GOAL – REDUCE CRIMES AGAINST OUR NATION’S CURRENCY AND FINANCIAL SYSTEM.***

**Objective – Reduce losses to the public attributable to counterfeit currency and financial crime under the jurisdiction of the Secret Service.**

**Means & Strategies**

- Prioritize investigative cases, focusing on economic and community impact, involvement of organized criminal groups, multi-district and transnational investigations, and schemes involving new technologies.
- Maintain a leadership role in the protection of the financial service infrastructure through aggressive investigation and risk assessment.
- Recommend industry safeguards to prevent fraud based on identification and assessment of systemic weaknesses.

**Objective – Reduce transnational financial crime under the jurisdiction of the Secret Service.**

**Means & Strategies**

- Expand our overseas presence in support of our investigative and protective missions.
- Increase liaison, training, and other services to foreign financial institutions and law enforcement agencies to stem the flow of foreign manufactured counterfeit U.S. currency and financial crimes victimizing U.S. financial institutions.

These new technologies have been exploited by an expanding criminal element that conducts a host of sophisticated financial crimes. As a result, PDD 42 (Transnational Crime) and PDD 63 have been established to combat transnational crime and ensure the security against attacks on this nation's critical infrastructures, specifically in the areas of telecommunications and finance. These systems are prime targets for the hacker or cyber-terrorist intent on causing damage to the economy of the United States. The Secret Service works closely with members of the financial services and telecommunications industries to share information and identify systemic weaknesses to prevent future compromise and reduce financial loss to the public.

Increasing the Secret Service's overseas presence addresses both investigative and protective needs. Our global presence allows the Secret Service to present a coordinated response to transnational crime, and better fulfill our protective responsibilities. With the advent of global economies and shuttle diplomacy, our protectees are traveling abroad with unprecedented frequency. The relationships fostered with foreign law enforcement in the investigative arena have proven invaluable in securing a safe environment for our protectees as they travel overseas.



**Objective – Enhance partnerships with foreign and domestic stakeholders.**

**Means & Strategies**

- Increase communication and cooperation with members of the financial services and reprographics industries, law enforcement agencies and prosecutors, and the information technology sector.
- Continue to educate congressional leaders and their staff regarding our investigative mission, foreign and domestic. Suggest statutory changes to more effectively investigate and prosecute crimes under our jurisdiction.
- Promote public awareness of Secret Service investigative programs.

**Objective – Aggressively support the protective mission of the Secret Service with field investigative capabilities.**

**Means & Strategies**

- Expand participation in Joint Terrorist Task Forces by lending additional support in tracing terrorists' financial assets and investigating false identification cases.
- Continue to apply computer crime initiatives to protective intelligence cases in the area of Internet threats and investigate groups/individuals that may pose a threat to our protectees.
- Promote field liaison with local law enforcement to assist in preventing targeted violence.
- Enhance a Special Event Staffing and Response Plan to provide for a rapid response team to gather and analyze investigative information on individuals or groups who have threatened our protectees or designated national security events.

***SUPPORT STRATEGIC GOAL – PROVIDE A RESPONSIVE SUPPORT INFRASTRUCTURE TO MEET THE NEEDS OF BOTH THE PROTECTIVE AND INVESTIGATIVE MISSIONS.***

**Objective – Recruit, develop, and retain a qualified, diverse workforce that is worthy of the public's trust and confidence.**

**Means & Strategies**

- Identify the skills needed to perform our mission, target applicants possessing desired skills, and expedite the hiring process without sacrificing quality.
- Enhance communications among all employees.

## KEY EXTERNAL FACTORS AFFECTING ACHIEVEMENT OF GOALS

- **Field Office Staffing** - A key factor in the success of the Secret Service's protective program is having field agents strategically placed throughout the United States and abroad routinely performing meaningful investigative work. The Secret Service works on investigations and task forces with law enforcement counterparts, and these cooperative ventures allow the Secret Service to receive a high level of support when implementing the comprehensive security arrangements necessary for the safety of protectees while in a travel status. This established infrastructure supports the protective mission in an extremely cost effective manner.
- **Terrorism and Weapons of Mass Destruction** - Incidents such as the bombings at Oklahoma City, the World Trade Center, United States military facility in Dhahran, Saudi Arabia, and the American embassies in Nairobi and Dar es Salaam demonstrate a greater willingness to attack United States interests in this country and throughout the world. Additionally, the increased range and lethality of weapons and the availability of weapons of mass destruction require the Secret Service to take precautions to counter these threats. Our success is contingent upon our ability to deploy adequate countermeasures to deter these evolving threats.
- **Adequate Funding for Presidential Decision Directives** - Currently, as defined in Presidential Decision Directive 62, there is no regularly recurring or formally defined funding

- Identify and address barriers that inhibit potential growth or impact retention of Secret Service employees.
- Promote and elevate work expectations and professional conduct.

**Objective – Provide innovative training opportunities that emphasize risk management and the judgment skills needed to support our critical missions.**

### Means & Strategies

- Expand the training infrastructure at James J. Rowley Training Center to provide an academic environment to serve as a repository of USSS doctrine and expertise promoting critical thinking, innovation, and leadership development.
- Establish partnerships with academic institutions and professional associations to assess, confirm, and ensure innovative training methodology.
- Maximize training opportunities by using emerging technologies, such as modeling, simulation, and distance learning.

**Objective – Utilize technology to support the protective/investigative missions of the Secret Service.**

### Means & Strategies

- Establish a council to review, replenish, and upgrade technologies to improve agency performance, maximize internal and external communication, and protect our investment in technology.
- Promote partnerships and representation with interagency technical working groups to include federal, state, private, and academic technical organizations, both domestically and internationally.
- Develop a criminal information operation to identify and analyze emerging trends to support our investigative and protective missions.
- Continue efforts with the reprographics industry to develop and implement a technological solution to the problem of digital counterfeiting.

mechanism for our mandate as the lead agency for security design, planning, and implementation at National Special Security Events. The time between event designation and the security assessment is almost always shorter than the budget cycle allows. While the Secret Service has in the past received and can continue to request additional funding for these events when they occur through budget amendments and supplemental budget requests, inadequate funding for NSSEs and additional PDDs can severely impact other areas of our operations. This could negatively impact other programs if, in the absence of sufficient funding, resources need to be internally reallocated to meet the needs associated with new NSSEs. The Secret Service continues to recognize that this is a key factor that could impact the achievement of our goals.

- **Financial Institution Fraud**

**Jurisdiction** - In order to successfully meet its investigative goals, objectives, and strategies, the Secret Service needs to establish permanent jurisdiction for the investigation of financial institution fraud. The Secret Service is not seeking expanded jurisdiction in the area of financial institution fraud, but needs to maintain its current authority in this area in order to most effectively conduct investigations within its primary area of jurisdiction.

- **Technological Expertise** - With the ever-increasing use of technology in criminal enterprises, the Secret Service is continuously updating its technological resources and expertise. Without continuous technical upgrading and training, the criminal element may acquire an advantage in the fast growing area of high-tech crime.

**Objective – Implement a business approach in managing resources to improve oversight and decision-making.**

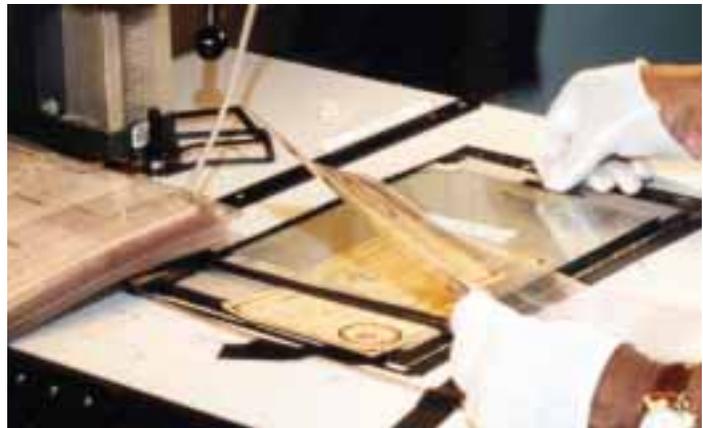
**Means & Strategies**

- Fully integrate the strategic planning, budgeting, and evaluation processes in order maximize our performance.
- Implement the business case framework for decisions on all major investments within and across organizational lines to provide the greatest return on investment.
- Improve/replace financial, human resource, and program performance management systems, aligning key elements, in order to provide better information for program performance assessments and decision-making.

**Objective – Advance the Secret Service’s mission by clearly communicating the value the Secret Service brings to its partners and stakeholders.**

**Means & Strategies**

- Ensure that efforts to support protective and investigative programs are optimized.
- Inform partners and stakeholders as to the substance and value of Secret Service programs and inherent expertise through liaison activities.



## Appendix A - Summary of Linkage to Treasury's Plan

### Relationship Between Treasury Goals, Secret Service Goals, and Program Objectives

<b>Treasury Protection Goal: Protect the Nation's Leaders and Visiting World Dignitaries</b>	
<b>Secret Service Protection Goal</b>	<b>Program Objectives</b>
<b>Protect Our Nation's Leaders, Visiting World Leaders, and Other Protectees as well as Reduce Threats Posed by Global Terrorists and Other Adversaries.</b>	Ensure the physical protection of protectees.
	Prevent terrorism directed towards Secret Service protectees, protected facilities, and our citizens and visitors at events of national significance.
<b>Treasury Investigation Goal: Combat Money Laundering and Other Financial Crimes</b> – Reduce Counterfeiting and Other Criminal Threats to Our Financial System	
<b>Secret Service Investigation Goal</b>	<b>Program Objectives</b>
<b>Reduce Crimes Against Our Nation's Currency and Financial System.</b>	Reduce losses to the public attributable to counterfeit currency and financial crime under the jurisdiction of the Secret Service.
	Reduce transnational financial crime under the jurisdiction of the Secret Service.
	Enhance partnerships with foreign and domestic stakeholders.
	Aggressively support the protective mission of the Secret Service with field investigative capabilities.
<b>Treasury Goal: Continue to Build a Strong Institution</b>	
<b>Secret Service Goal</b>	<b>Program Objectives</b>
<b>Provide a Responsive Support Infrastructure to Meet the Needs of Both the Protective and Investigative Missions.</b>	Recruit, develop, and retain a qualified, diverse workforce that is worthy of the public's trust and confidence.
	Provide innovative training opportunities that emphasize risk management and the judgment skills needed to support our critical missions.
	Utilize technology to support the protective/investigative missions of the Secret Service.
	Implement a business approach in managing resources to improve oversight and decision-making.
	Advance the Secret Service's mission by clearly communicating the value the Secret Service brings to its partners and stakeholders.

## Appendix B - Coordination of Cross-Cutting Issues

### Liaison Activities

The Secret Service leads or is a member of a number of inter-agency working groups to ensure coordination and cooperation among the participating agencies. Many of these groups have representation from the private sector. These interactions serve to strengthen our partnerships with other organizations that have similar interests. To further support our mission, the Secret Service details agents to the FBI, CIA, and National Security Council. The Secret Service receives detailees from the National Security Agency and National Imagery and Mapping Agency. The following is representative of the working groups, information systems, programs, and committees in which the Secret Service actively participates.

- FBI Joint Terrorism Task Forces
- Treasury Counterterrorism Group
- NSC Weapons of Mass Destruction Preparedness Group
- NSC Counterterrorism Security Group
- FBI Enhanced Counterterrorism Branch
- FBI Key Assets/Infrastructure and Special Events Planning Unit
- Interagency Intelligence Committee on Terrorism (IICT) Analytic Training Subcommittee
- IICT Intelligence Requirements Subcommittee
- IICT Warning and Forecast Meetings
- IICT Chemical/Biological/ Radiological Subcommittee
- IICT Technical Threat Counterterrorism
- National HUMINT Collection Directive on Terrorism
- Information Handling Advisory Group
- Automated Counterterrorist Intelligence System
- National Emergency Management Team
- International Association of Law Enforcement Intelligence Analysts
- Protective Detail Intelligence Network
- Facilities Protection Committee, Security Policy Board
- Technical Investigative Subgroup for Treasury Department
- Bank Fraud Working Group
- International Association of Financial Crimes Investigators
- National Communications System (NCS)
- Network Security Information Exchange (NSIE)
- Interpol Forensic Symposium
- Science and Technology Intelligence Committee
- Technology Support Working Group of the Interagency Working Group on Counterterrorism
- Armor and Protective Systems Working Group
- Government Barrier User Group
- Metro Medical Strike Team Steering Committee
- National Laboratories – Sandia, Los Alamos, Lincoln
- International Association of Chiefs of Police
- American Society for Industrial Security
- International Security Managers Association
- Critical Infrastructure Assurance Office
- G-7/G-8 International Law Enforcement Group regarding Payment Cards
- G-7/G-8 International Law Enforcement High Tech Group
- United States Attorney General’s White Collar Crime Council
- Computer Emergency Response Team/Carnegie Mellon University

These committees and working groups coordinate efforts and strengthen relationships between law enforcement, the intelligence community, and the financial services industry.

## Appendix C - Use of Program Evaluations

The Secret Service conducts program evaluations through a variety of methods:

- **Management studies and evaluations conducted by the Management and Organization Division** – Analysts in our Management and Organization Division serve as management consultants for the Secret Service. They conduct many types of studies, including resource needs analyses, process efficiency reviews, cost analyses, staffing assessments, and organizational alignment studies. Studies are conducted in both core program and mission support areas on an as-requested basis.
- **Internal reviews performed by the Office of Inspection** – All Secret Service offices are inspected at least once every three years. Inspections cover an examination of program operations, adherence to established policy, employee satisfaction, and customer feedback. The Office of Inspection has incorporated a review of management practices and procedures as part of the office inspection program. This review identifies whether there are any material or systemic weaknesses, patterns, or trends in the Secret Service’s management control system requiring a detailed analysis.
- **Reviews of Office of Investigations Work Plans for field locations** – All field locations annually develop Work Plans, which are reviewed by managers to assess trends and patterns in financial crimes. The Work Plans also provide information needed to assess the Secret Service’s success in meeting certain strategic objectives at the individual office level.
- **Post Event Critiques** – After-action reviews of the larger protective events provide the Secret Service with an opportunity to critically analyze its performance. These reviews can reveal ways to improve operational efficiency and effectiveness at future events.
- **Performance Management Program** – The Secret Service operates an automated system, which provides managers with performance measurement information on a recurring basis. Performance information includes both protection and investigative activities, and covers workload trends, resource utilization, and program process efficiency and effectiveness indicators. Information is available on the employee, office, program, and Service-wide levels of aggregation. This information provides the basis for an ongoing performance assessment of Secret Service program operations.
- **Standing and Ad Hoc Groups and Committees** – The Secret Service is a frequent user of groups and committees that bring a diverse workforce together to analyze issues of interest to Secret Service management. These groups often make recommendations, which alter Secret Service policies and procedures in order to improve our program operations.
- **Program Evaluations and the Strategic Management Process** – Program evaluations provided information that was directly utilized by the Secret Service in updating the Strategic Plan. The review of field office work plans, performance measurement reports, post event critiques, inspection reports, and recommendations by standing and ad hoc working groups and committees contributed to formulation of the Strategic Plan’s goals, objectives, and strategies. The Secret Service used these evaluations to assess the impact of its programs, gauge the effectiveness of existing strategies, and formulate new ones when appropriate. These evaluations included the technical security analysis for the White House Complex, the Workload and Activity Analysis for Protective Intelligence, the Uniformed Division Officer Manpower Requirement Analysis, the Special Agent Career Track Development Analysis, and the Special Agent Retention and Workload Balance Analysis. Through the Performance Management Program, Office of Investigations Work Plan review, and regularly scheduled inspections, program evaluations will continue to take place on an annual basis. All Secret Service field offices are inspected at least once every three years, while protective divisions are inspected every 18 months. Special management, program, and evaluative studies and analysis will continue to be conducted by the Management and Organization Division.

## Appendix D - Data Capacity

The measures used to assess progress toward strategic goals and objectives are collected systematically as part of normal work processes. Protective activity and investigative work is documented and systematically reported through automated systems. These systems include data edits to ensure that erroneous information is not entered. Because these measures have been incorporated into ongoing management processes and are widely disseminated, all data are monitored to identify aberrations and undergo monthly and year-end verification processes before being published.

- **Protective Measures** – The protective program performance measures originate from the Agent Management and Protection Support System (AMPS). AMPS is used to assign and track the travel associated with all protective and support details, as it occurs, for the President and family, the Vice-President and family, former presidents and their spouses, and all protected foreign and domestic dignitaries, and presidential candidates. AMPS has several levels of security to limit and control access to authorized users, and to assure the accuracy of data. Protectee travel data can only be entered after a headquarters controlled “trip number” is assigned. This procedure assures that only valid protectee stops are counted. Because AMPS is a “live” database, issues of data entry timing and corrections can affect it. Audits are routinely conducted to assure that the AMPS data is accurate. Past audits indicate that the data are more than 99 percent accurate.
- **Investigative Measures** – Investigative program measures are collected from the Master Central Index (MCI) System used by all Secret Service investigative field offices, and provide a means of record keeping for all case and subject information. MCI has many features built into it in order to provide the most accurate data possible. Along with the mainframe security features, there are many edit checks built into the application to ensure the accuracy and validity of the data. Only authorized headquarters and field personnel have access to the application, and they are governed by specific procedures to input case and offender data. Audits of MCI indicate that data accuracy averages better than 97 percent. Exception: The Actual and Potential Dollar Amount measures are relatively new measures and open to a degree of subjectivity. These measures are believed to be reasonably accurate. However, controls are being refined to ensure and test for accuracy.
- **Needs Assessments** – Needs assessments are used to collect information from knowledgeable professionals on the perceived nature and extent of financial crime, industry’s ability to counter financial crime, and the need for Secret Service investigative intervention. Assessments are based upon purposeful samples of individuals from the financial industry who can provide informed responses. Assessment instruments are developed by a cross section of working professionals to ensure content validity. Other aspects of the assessment instrument’s reliability and validity will be tested and reported as data become available.

## Appendix E – USSS Strategic Management Process

The United States Secret Service’s Strategic Management Process is designed as a collaborative effort among all of the offices in the Secret Service. It is focused on developing a common understanding of our future challenges and opportunities and then strategically aligning our resources across organizational lines to meet those challenges and opportunities. The greatest value of the strategic plan is communicating our goals, objectives, strategies, and performance expectations to all Secret Service employees.

The Director and the Executive Staff provided the initial direction for the Strategic Plan. A working group was established, composed of representatives from all of the offices in the Secret Service. The representatives not only worked with their management in developing ideas, but were also required to reach out to operational personnel for input and participation.

The work focused on identifying strategic initiatives that would prepare the Secret Service for future challenges. It established goals, objectives, and strategies that plot and measure our progress. Based upon open communication, the working group discussed and debated the interaction of initiatives across organizational lines and collaboratively resolved competing issues.

The working group participants presented the proposed plan to the Director and Executive Staff. After careful consideration and refinements, the plan was approved for submission to the Department of the Treasury. The collaborative effort resulted in a strategic plan that achieves consensus across organizational lines, sets coordinated strategic initiatives, and yielded a document that is supported by the entire organization.

Strategic goals and objectives are reviewed frequently to assess whether accomplishments are consistent with annual performance goals. Modifications are occasionally made to the plan’s strategic goals, objectives, and strategies when needs and priorities change.

## Appendix F - Consultations and Stakeholders

The U.S. Secret Service Strategic Plan has been provided to the following members of Congress with no formal consultation requests.

- Senator Ted Stevens, Chairman, Senate Appropriations Committee
- Senator Robert C. Byrd, Ranking Member, Senate Appropriations Committee
- Senator Pete V. Domenici, Chairman, Budget Committee
- Senator Frank R. Lautenberg, Ranking Member, Budget Committee
- Senator Ben Nighthorse Campbell, Chairman, Subcommittee on Treasury, General Government, Senate Appropriations Committee
- Senator Byron L. Dorgan, Ranking Member, Subcommittee on Treasury, General Government, Senate Appropriations Committee
- Senator William V. Roth, Jr., Chairman, Committee on Finance
- Senator Daniel P. Moynihan, Ranking Member, Committee on Finance
- Senator Mitch McConnell, Chairman, Subcommittee on Foreign Operations, Senate Appropriations Committee
- Senator Patrick J. Leahy, Ranking Member, Subcommittee on Foreign Operations, Senate Appropriations Committee, and Senate Judiciary Committee
- Senator Fred Thompson, Chairman, Committee on Governmental Affairs
- Senator Joseph I. Lieberman, Ranking Member, Committee on Governmental Affairs
- Senator Phil Gramm, Chairman Committee on Banking, Housing and Urban Affairs
- Senator Paul S. Sarbanes, Ranking Member, Committee on Banking, Housing and Urban Affairs
- Senator Jesse Helms, Chairman, Committee on Foreign Relations
- Senator Joseph R. Biden, Jr., Ranking Member, Committee on Foreign Relations
- Senator Orrin Hatch, Chairman, Senate Judiciary Committee
- Representative C.W. (Bill) Young, Chairman, Committee on Appropriations
- Representative David Obey, Ranking Member, Committee on Appropriations
- Representative John R. Kasich, Chairman, Budget Committee
- Representative John Spratt, Ranking Member, Budget Committee
- Representative Jim Kolbe, Chairman, Subcommittee on Treasury, Postal Service, and General Government, House Appropriations Committee
- Representative Steny H. Hoyer, Ranking Member, Subcommittee on Treasury, Postal Service, and General Government, House Appropriations Committee
- Rep. Bill Archer, Chairman, Committee on Ways and Means
- Representative Charles Rangel, Ranking Member, Committee on Ways and Means
- Representative Dan Burton, Chairman, Committee on Government Reform
- Representative Henry A. Waxman, Ranking Member, Committee on Government Reform
- Representative Sonny Callahan, Chairman, Subcommittee on Foreign Operations, Export Financing, and Related Programs, House Appropriations Committee
- Representative Nancy Pelosi, Ranking Member, Subcommittee on Foreign Operations, Export Financing, and Related Programs, House Appropriations Committee
- Representative Jim Leach, Chairman, Committee on Banking and Financial Services
- Representative John J. LaFalce, Ranking Member, Committee on Banking and Financial Services
- Representative Benjamin A. Gilman, Chairman, Committee on International Relations
- Representative Sam Gejdenson, Ranking Member, Committee on International Relations
- Representative Steve Horn, Chairman, Subcommittee on Government Management, Information and Technology, Committee on Government Reform
- Representative Jim Turner, Ranking Member, Subcommittee on Government Management, Information and Technology, Committee on Government Reform
- Representative Henry Hyde, Chairman, House Judiciary Committee
- Representative John Conyers, Ranking Member, House Judiciary Committee

## **Appendix F (Continued)**

The Strategic Plan was provided to the following partners and stakeholders for purposes of consultation.

- Executive Office of the United States Attorney
- National Security Council
- White House Military Office
- White House Office of Management and Administration
- Office of the Vice President/Staff Advance and Scheduling Office
- United States Department of State
- Federal Bureau of Investigation
- Central Intelligence Agency
- Bureau of Alcohol, Tobacco, and Firearms
- United States Customs Service
- Internal Revenue Service
- Bureau of Engraving and Printing
- United States Park Police
- Washington Metropolitan Police Department
- United States Capitol Police
- Sergeant at Arms, United States Senate
- Sergeant at Arms, United States House of Representatives
- Johns Hopkins University
- Select Consultants from the Mental Health Care Profession
- Select Representatives of the Banking and Credit Card Industry